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SECRET

MIDCAREERISTS

QUESTION

Should Midcareerists be identified uniquely in the system? If so, (1) when is an individual a Midcareerist - when identified by his Career Service or when he completes the Midcareer Executive Development Course, and (2) what are the potential reporting requirements?

BACKGROUND

1. No formal requirements have been levied for reports on Midcareerists but there have been allusions to this possibility.
2. The current training portion of the man record contains a certain amount of status information on all personnel at the time they enroll in a course, i.e. grade, office, career service, occupation, etc. This is readily available for all employees who are still on board but is purged from the current record for separatees.
3. There is no information centrally on individuals who may have been identified by their Career Services but who have not taken the Midcareer Executive Development Course.

DISCUSSION

1. If requirements are developed which bear any similarity to the studies on CT's (over 30 reports) showing what happened subsequently to all members of each class, plans should be made to store the information in a readily retrievable form. This can be done quite simply by not purging the training records of separatees who have had this particular course.
2. If the designees without training are to be earmarked, an effort should be made to collect this information centrally before too much more time elapses. (It required almost two years to identify all former CT's and to straighten out their pre-computer records.)
3. Tagging such identified employees might serve a useful purpose in that Career Services could be furnished names of nominees who have not been sent to Midcareer training. There is a question as to whether this capability outweighs the possible disadvantages - if there is a waiting list, employees identified most recently on the annual review called for by Regulation copy attached, might be by-passed, and there is the problem of what action is to be taken on employees who have moved out of the established grade or age brackets before given training.

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RECOMMENDATION

1. If there is any probability that reports will be required, a decision should be made as to when an employee becomes a Midcareerist so that all necessary records can be made available.
2. If reporting requirements can be firmed up at this time, they should be submitted for inclusion in the reporting specifications.

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(2) **DIRECTOR OF TRAINING.** The Director of Training shall:

- (a) In collaboration with the Director of Personnel:
 - (1) Plan, direct, and administer the JOTP;
 - (2) With the Deputy Director concerned, determine which of the professional positions in the Agency can be appropriately filled by JOT's; and
 - (3) Recommend to the Deputy Director for Support the number of JOT's to be entered into the JOTP at any given time.
- (b) Select JOT's and prescribe and supervise their programs of training and career preparation;
- (c) Determine the length of time the JOT spends in the JOTP, in accordance with his projected assignment and the training appropriate to it; and
- (d) Recommend permanent placement to the Director of Personnel.

(3) **DIRECTOR OF PERSONNEL.** The Director of Personnel shall:

- (a) Be responsible for the external recruitment of candidates for the JOTP;
- (b) Assist the Director of Training in identifying qualified JOT candidates from among on-duty Agency personnel; and
- (c) Upon the recommendation of the Director of Training, accomplish through the appropriate Career Service the permanent placement of all JOT's when they have completed their programs of career preparation.

(4) **DEPUTY DIRECTORS.** Deputy Directors shall:

- (a) Identify and make available for the JOTP on-duty Agency personnel of high career potential,
- (b) Accommodate and supervise JOT's in temporary-duty assignments as prescribed in their programs of career preparation,
- (c) Report periodically to the Director of Training on the quality of JOT performance, and
- (d) Nominate a representative to serve on an advisory panel which will assist the Director of Training in the selection of on-duty candidates for the JOTP.

6. **MIDCAREER TRAINING PROGRAM**

a. **POLICY.** A critical assessment shall be made at midcareer of each career employee's experience and accomplishments to determine the individual's potential growth. A plan for the employee's future training and growth will be designed to ensure maximum opportunity for the individual and the most effective use of his talents by the Agency.

b. **DEFINITIONS**

- (1) A *midcareerist* is normally a GS-13 career employee between the ages of 35 and 45 who has the potential for eventual promotion to GS-15 or higher.
- (2) The *Midcareer Training Program* is the Agency program to identify and develop midcareerists. An integral part of the program is the development and formalization of a training plan for each midcareerist to be completed in not more than five years. This individual plan will be discussed in detail with the employee concerned and will consist of planned assignments and internal or external training which best meet the career objectives that have been determined by the Head of the Career Service concerned.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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- (3) The *Midcareer Executive Development Course* (formerly the *Midcareer Course*) is the formal training course providing generalist training to prepare individuals for broader administrative and executive positions in the future. The course is an integral part of the plan (provided sufficient spaces are available) for those midcareerists who have been identified for future executive posts.

c. RESPONSIBILITIES

(1) Heads of Career Services shall:

- (a) Evaluate critically all GS-13 career employees under 45 years of age and identify those individuals who are midcareerists and should therefore participate in the *Midcareer Training Program*. This evaluation shall be made on an annual basis.
- (b) Establish, in consultation with the Director of Training, a training plan for each midcareerist. Review individual plans at the halfway point to determine any modifications that are appropriate.

(2) The Chairman, Training Selection Board shall:

- (a) Continually monitor the *Midcareer Training Program* and recommend to the Executive Director-Comptroller methods to ensure its effectiveness, and
- (b) Approve nominees for the *Midcareer Executive Development Course*.

(3) The Director of Training shall:

- (a) Provide internal or external training specified in individual five-year plans.
- (b) Develop and conduct the *Midcareer Executive Development Course*.

7. TRAINING SELECTION BOARD

a. PURPOSE. The Training Selection Board is established to:

- (1) Evaluate training opportunities available through non-CIA facilities (see [redacted])
- (2) Assure effective selection of candidates for non-CIA training programs where representation of the Agency is deemed by the board to be a significant criterion for selection (see [redacted])
- (3) Monitor the *Midcareer Training Program* (see [redacted])

b. MEMBERSHIP. The Director of Training is chairman of the board and represents the Executive Director-Comptroller. Permanent members are the Director of Personnel, who represents the Deputy Director for Support, and three representatives designated by the Deputy Director for Science and Technology, the Deputy Director for Plans, and the Deputy Director for Intelligence, respectively. Each of these representatives shall be a member of one of the Career Services under the jurisdiction of the Deputy Director concerned.

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